

FacTS Web Cast

Greetings Team NAVFAC...I would like to use this webcast to thank each and every one of you who took the time to complete the 2003 FacTS Workforce Survey. In May, the survey was sent to all Team NAVFAC shipmates, and more than 10,000 of you, or 69%, rose to the occasion. As you will learn during this webcast, your commitment to providing candid, constructive feedback is key in aiding leadership --- from the NAVFAC Executive Steering Group down to your first line supervisor---in identifying areas for improvement and being able to take meaningful action.

While you were responding to the Workforce Survey, almost 3800 of our clients were asked to respond to the FacTS Client Survey. 1,800 of them, or 48%, provided feedback. This response rate is encouraging as well.

Since the surveys closed in mid-June, our team has sliced and diced the data into almost 1300 reports that provide information from NAVFAC Overall – down to the level of your own workgroup...with multiple levels of data in between. All of this data is posted on the FacTS System website. If your leadership has not yet provided you with a password to view the survey results, you will be receiving that information very shortly.

NAVFAC leadership and each of your Skippers spent a good deal of time in July delving into the NAVFAC Overall results. Based on the feedback from you and our clients, we were able to draw some clear conclusions. And we were also able to identify several key critical actions that Team NAVFAC leadership must actively pursue in the months ahead.

Overall, the news is good. Our glass is more than half-full! Both the workforce and client results validate the

strategies we deployed in our Strategic Plan. This means we have charted the right bearing for our long-term strategic course.

I was especially impressed with the many positive things you and our clients had to say about NAVFAC as a whole.

To quote one of our employee's written comment:

"We are great people

Doing great things

Every day

In service to our great Navy."

That's what it is all about!

Our clients are especially impressed with our acquisition and technical competence and feel that we treat them with dignity and respect. This may sound trivial, but it is a key point since one of NAVFAC's Guiding Principles--our foundational behavioral values--is to "respect each other".

If I had to choose the loudest and clearest improvement message from you – our workforce – it would be that you feel we are undertaking too much change, too fast, without complete integration and implementation, and also without the appropriate training for you. All of which makes it difficult for you to effectively use the process improvements while still successfully serving our clients.

Please understand...some of the changes that are in progress are being driven by organizations external to NAVFAC. Initiatives like NMCI, CNI, A-76, PPV, Utilities Privatization, and Regionalization...just to name a few. We cannot choose whether or not we want to or will participate, but we can choose how effectively and efficiently we deal with and react to these initiatives, both in regard to impacts on Team NAVFAC and on our clients.

Other initiatives, like those outlined in our Strategic Plan, are completely within our control. Your feedback told me that

we need to take a hard look at how to better communicate, orchestrate, integrate, and calibrate the speed and number of these initiatives we undertake at any one time. I want to be clear, none of our strategic initiatives will be taken “off the plate”, but I accept the challenge to reprioritize them, better describe the requirements, and smartly phase their deployment over time.

That said, based on feedback from both you and our clients that our processes are inconsistent, too costly and take too long to deliver, we are going to begin by placing emphasis and resources on the full development, deployment, and use of our Business Management System or BMS. We’ve talked about this for a long time. The time for talk has passed; it’s time to just DO IT!

Something else that I must address is the incredible power and essential nature of communication in all of our daily interactions – both internally with each other and

externally with our clients and contractors. Communication and listening are two of NAVFAC's other Guiding Principles. They sound like such simple concepts, but – in truth – often elude us. Based on feedback from the FacTS Surveys, I feel strongly that we have several areas in communication and listening where we need to make great strides. We have a Command Communications Campaign Plan that I recently signed. This is an important and major undertaking. Your entire leadership chain coupled with your Public Affairs Officers will play a key role in implementing this plan locally.

Externally, we all have to do a much better job of keeping our clients informed throughout requirements determination, project development and execution. Follow-up with clients after project completion is another key and critical link in the communication chain.

Beyond these global strengths and challenges, various other issues exist within each organization. Your local

leadership is in the process of reviewing the data for your respective command. From there they will be identifying, prioritizing and taking immediate action on the one or two key issues from both the workforce and client perspectives.

We will not try to “fix” everything at once...remember, you told us that there was already too much change happening. Your leadership will, however, find the small number of areas for improvement where they feel you and your clients will get the “biggest bang for the buck”!

As I said earlier, your local results will be made available to you, and you should be hearing about the results as well as the actions being taken in several different forums – including conversations with your first-line supervisor. If this doesn’t occur real soon, then you need to inquire as to when it’s on the schedule.

You and our clients did your job with respect to providing us with feedback. It's now leadership's turn to review the feedback and do something positive with it. We can only be successful with all of Team NAVFAC fully engaged.

If you have any questions about the FacTS Surveys, please feel free to talk with your direct supervisor, one of your local FacTS Coordinators, or either one of the FacTS Program Managers - Dawn Jolly or Donna Tierney. Please complement the entire FacTS survey team; they have exceeded all our expectations with a superior process.

Finally, thanks once again to each of you who completed the FacTS Workforce Survey. I challenge even more of you to provide feedback next year! We want to hear from everyone!!

Thank you.

